

Exhibit 1

Jordan @aol.com
To:jcapizzo@yahoo.com
Cc:brendal @yahoo.com
Wed, Jan 15 at 11:33 AM

Hi Jim,

We don't need to meet. I am in the process of two MERC cases and my time is spent on them. I'm negotiating a contract and I am very busy at this time.

Now you can proceed with your letter to Judge Cox and if he needs information from me, please give him my email address.

Best of luck.

Sincerely,

Sharon K. Jordan, MBA
SAAA President

Exhibit 2

Exhibit 2

Concerning when the Court asked to hear from SAAA in December 2015 and the submission of this letter in 2020 I discovered that the Court had asked to hear from SAAA in March 2017. I have worked on this letter as time permitted since the latter part of 2017. Since 2017 I have worked full/part time in menial jobs. I also spent much time seeking employment as a software developer and took a computer class in 2017. In preparing this letter I went thru many water department related documents, read many Voice of Detroit articles, and read many court case related documents at the federal courthouse in Detroit.

Exhibit 3

Ayoung @comcast.net <ayoung @comcast.net>

To:JIM CAPIZZO

Mon, Mar 27, 2017 at 8:55 AM

Good morning Jim

You just arent going to let me out of this union are you? After reading this docket you sent me i have to say that I am mad as hell. Sharon and I was in the courtroom to talk with judge cox, but Richard Mack never acknowledged us or let the judge know that we were there. They met in the judge's chambers and Ed Mcneil came in and was quickly whisked back there while Sharon and I waited until everyone left and the courtroom was cleared. We were never called to talk to the judge. Later Richard Mack made an agreement with DWSD that we would sign the funky contract that they were trying to pressure us into. We never signed it. Later we found that Richard threw us under the bus by telling the judge that we were going to sign and settle with DWSD which is why we never were acknowledged in the courtroom. I had no idea of the extent of this until i read this docket that you have provided. I plan to confront Richard about it and write a letter to the judge. I dont care how late in the day it is.

Thank you.

Sent from my Sprint Phone.

----- Original message-----

From: JIM CAPIZZO

Date: Mon, Mar 27, 2017 2:17 AM

To: Audrey Bellamy;

Cc:

Subject:Fw: answers

Exhibit 4

-reference on page 3, paragraph 2

**“SHUT DETROIT DOWN! SAVE OUR
WATER DEPARTMENT! SAVE OUR CITY!”
NEXT RALLY AUG. 2**

Posted on [07/30/2012](#) by [Diane Bukowski](#)



Part of a large crowd who rallied at the gates of the Wastewater Treatment Plant in Detroit July 24 to demand Detroit control of DWSD, a good contract for workers.

Over 150 pack protest at WWTP in support of city-wide strike, Detroit control of DWSD

By Diane Bukowski

July 27, 2012

DETROIT – City of Detroit water department workers mobilizing for a city-wide strike turned out an impressive show of support July 24. A diverse march and rally of over 150 people packed the entrance to the Wastewater Treatment Plant (WWTP) on W. Jefferson. It drew media attention and brought hope to many city residents looking for new leadership.

“If we shut this place down, we will settle a contract in one week,” AFSCME Local 207 President John Riehl told the protesters. He and others said that administration of President Barack Obama cannot afford a massive strike in Detroit as November elections approach.



Raymond Love tells workers to “stand up and fight!”

“We have to stand up and fight,” Raymond Love, a water department worker for 10 years, said. “The Detroit water department belongs to the citizens of Detroit, not to Snyder and Bing.” He referred to Michigan Governor Rick Snyder and Detroit Mayor Dave Bing.

“We are representing the whole city, whose people are dying to support someone who is fighting, not just talking about fighting.” Local 207 Secretary-Treasurer Mike Mulholland said.

Under terms of orders issued by U.S. District Court Judge Sean Cox, the Detroit Water and Sewerage Department is negotiating with its workers separately from other city workers, who face imposed terms under a Public Act 4 consent agreement.



Sue McCormick addresses meeting during previous tenure as Ann Arbor public services administrator. Photo: AA.com

On July 17, DWSD management, led by newly-appointed Director Sue F. McCormick, presented demands similar to those included in the unilateral “City Employment Terms” document being imposed by state officials, the Financial Advisory Board, and the Bing administration.

They include withdrawal of the Local’s ongoing legal challenge to Cox’s order, inclusion of water department workers in the consent agreement, which bars collective bargaining, a 10 percent wage cut, 12 month probationary periods for new hires and newly promoted workers, attacks on pension and seniority rights, and other anti-union measures.

Speakers at the rally said they are fighting not only for a good contract, but to win back Detroiters’ control and ownership of DWSD, axed last year by U.S. District Court Judge Sean Cox. Former U.S. President George W. Bush appointed Cox, who is a right-wing Federalist Society member, to the bench.



AFSCME Local 207 Vice-President Lakita Thomas represents over 1200 DWSD workers.

Lakita Thomas, Local 207 Vice-President, told VOD, “They want the water department, and they are trying to design it to fail, make it look as dirty and rotten as possible so they can easily take it over. But we are going to fight, and we’re fighting to win. We are trying to protest everywhere.”

DWSD has been decimated by massive private contracting, hundreds of lay-offs, and the departure of experienced staff due to draconian pension proposals. It is also under attack by Wall Street, whose rating agencies have several times downgraded its previously sterling bond ratings in order to have lenders profit from higher interest rates.

“We just came from occupying a woman’s home to stop her from being evicted, and the community-wide efforts are working, they are re-opening her case,” Shanta Driver, head of the national By Any Means Necessary (BAMN) coalition, said. “We must likewise turn the corner on our entire city’s destruction and save Detroit.”



U.S. District Court Judge Sean Cox, a George W. Bush appointee.

Under an initial consent agreement reached in Feb. 2011 between Bing and the leaders of surrounding counties at the direction of Judge Cox, suburban representatives led by Board of Water Commissioners (BOWD) Chair James Fausone now control BOWC votes on contracts and rates. The Detroit City Council’s right to approve contracts has been eliminated. They approve rates only for Detroit proper.

Later that year, Bing and the City Council approved the sale of the mammoth Oakland-Macomb County Interceptor, in violation of the City Charter which requires a popular vote on sale or privatization of DWSD assets. The revised City Charter has maintained that provision for DWSD and D-DOT.

On Nov. 4, 2011, Cox ruled that DWSD would no longer be subject to that Charter provision, a city ordinance limiting privatization, workers' rights under the Michigan Employment Relations Commission, and access to state courts.

He launched an all-out attack on union rights, abolishing seniority rights in many areas, union grievance procedures, and full-time release for the Local's three top officers. Local 207 has over 1,200 members and is the largest AFSCME union local in the city.

His order diminished opportunities for Black-owned businesses and Detroit resident construction workers under DWSD contracting procedures, and opened the door to unbridled privatization.



Mass press conference held by DWSD unions to announce legal challenges to U.S. District Court Judge Sean Cox's takeover of the department.

Michigan AFSCME Council 25, AFSCME Local 207, the city's Senior Accountants, Analysts and Appraisers (SAAA), and UAW Region IA Local 2200 have appealed. AFSCME 207 accused Cox of bias and asked him to recuse himself, which he has refused to do. He also denied motions by the unions to intervene in the case, which originated in 1977 with a federal challenge claiming DWSD was in violation of the Clean Water Act.

AFSCME Local 207 appealed to the Sixth Circuit Court of Appeals, asking the Court to issue a stay of Cox's Nov. 4 order, order Cox's removal from the case due to bias, and approve the unions' intervention.

The Sixth Circuit Court denied the immediate motions Dec. 21, 2011, but allowed aspects of the case as a whole to proceed on appeal.

Judges on the panel were Cuban-born Danny J. Boggs, named in 1986 by President Ronald Reagan, Ronald Lee Gilman, named by President Bill Clinton in 1997, and Richard Allen Griffin, named in 2002 by Bush, but not approved by the Senate until 2005 after partisan controversy, during which he was described as a "deeply conservative jurist."

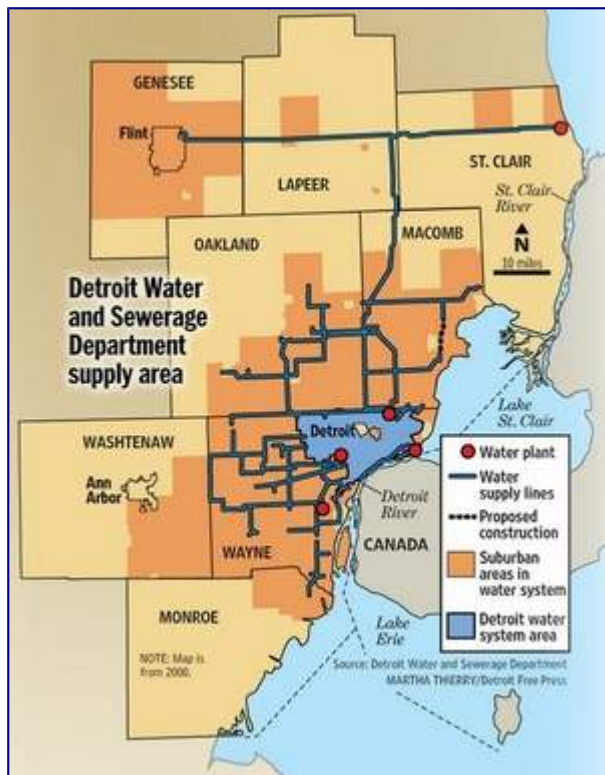


DWSD COO Matthew Schenk

Since then, Cox has ordered the addition of a Chief Operating Officer to DWSD administration. Matthew Schenk was plucked directly from the scandal-ridden administration of Wayne County Executive Robert Ficano to fill that post. His background is primarily in legal matters.

Earlier, the BOWC appointed Sue F. McCormick as department director. She was previously Public Services administrator in Ann Arbor, in charge of the city's entire infrastructure including its water department. There, she established water rates that increased by seven levels according to a tenant's usage of water, as well as privatization initiatives.

As director, she has broad powers under Cox's order to hire, promote and fire workers, outsource services, and further remove the department from Detroit's control.



DWSD service area

“One of the largest systems in the nation, the Detroit Water and Sewerage Department has a rich history in public utility service dating back to the early 1800s,” says DWSD’s website.

“DWSD provides water service to the entire city of Detroit and neighboring southeastern Michigan communities throughout Wayne, Oakland, Macomb, St. Clair, Lapeer, Genesee, Washtenaw and Monroe counties. The 1,079-square-mile water service area, which includes Detroit and 126 suburban communities, makes up approximately 40 percent of the state’s population. Wastewater service is also provided to a 946-square-mile area that encompasses Detroit and 76 neighboring communities.”

Detroiters built and paid for the system, known as the primary jewel of the city, through billions in bond issues over the years.

Local 207 is planning another rally Thursday, Aug. 2, 2012 at 4:30 p.m. in front of the Coleman A. Young Municipal Center at Jefferson and Woodward in downtown Detroit. (See flier below.)

Exhibit 5

October 26, 2012

DWSD – SAAA NEGOTIATION MEETING

PRESENT: Teri Conerway – Human Resources Manager
Karen Darty – Human Resources Generalist
Lenetta Walker – SAAA Treasurer
Sharon K. Jordan – SAAA District Representative

Last time we were negotiating with DWSD was August 17, 2012.

LW – we are here to discuss and get clarification on the City Employment Terms (CET)

TC – Health is modified Option 3, still the same

LW – new document 42 pages – does this apply to current employees or new hires?

TC – everyone it applies to

Until we reach a settlement with DWSD, the CET will be in effect. It applies to all employees new and current

DWSD may require Direct Deposit

CET Optical and Dental is eliminated for retirees. Can we agree duration of contract will be for 6 months?

Item 2 – Yes

Item 3 – Disagree

Item 4 – Agreeing to talk about early retirement. Could be mixture of things. Depends (TC)

Item 5 – Employees hired after July 1, 2012 shall go into Defined Contributions (TC). SAAA says leave open

Item 6 – Leave open

Item 7 – Judge Cox's Order – skipped over. What our contract will change to say

Item 8 – Talk about Past practices

Item 9 – Will talk about change to 6 months probationary period

Item 10 – We want to agree to about

Item 11 – We will not withdraw appeal (SAAA)

Item 12 – Leave open, not agreeing
(TC) did not see any language in contract stating 15 days to file a grievance

DWSD – SAAA NEGOTIATION MEETING

October 26, 2012

Page 2

Item 13 – Skipped over, means nothing if voted down 11/6/12

Item 14 – DWSD may require direct deposit
Leave open

Item 15 – Skipped/leave it open. We cannot make a decision/Retirement Board

Item 16 – Not agreeing to this. Keep that in mind that at the moment, if we signed up for contract, DWSD will be willing to take off agenda.

LW - No. 6 has a big impact on the plan.

TC - You are not going to be able to cover those costs. Not enough contribution in to pay off the people.

Department won't be able to fund the retirees or new employees. DWSD/City won't be able to fund it.

Tuition Refund is back. We have been borrowing. Rate hike 10%. In a national poll/research citizens should not be paying more than 2% of water rates. High debt. The court said hire COO. Drafting Technicians, we let go because they did not have work for them to do. Still connected to City. Judge says we are a City department. We will have our own Human Resources, Purchasing, Law and

October 5, 2012 – no longer bound by Human Resources (City)

Take Item 16 off table, Wage freeze in effect, if we agree on everything else.

SAAA Anything we agree to is what they will abide by/what benefits they will get.

Grievance time limit
Probationary period
No bonus

Meet temporary Friday

LW - Send a list of available dates

TC - Not necessarily takes effect, depends on when we settle and what provisions of CET, if the CET goes into effect. Cannot go retro-active to restore monies. Just go forward.

Exhibit 6

DWSD IT (information technology) programmers laid off on 10/14/14; written by James Capizzo

B = Black

name	title/level	age (my estimate)
Tim Benson	senior programmer	B 56?
Jim Capizzo	senior programmer	60
Hazar Cholagh	senior programmer	about 45?, hard of hearing
Yashbir Dodd	senior programmer	65
Kim Fletcher	senior programmer	B 59
Lynne Johnson	intermediate programmer	B 35?
Ephraim Okoye	intermediate programmer	B 60?
Eloise Sparks	senior programmer	B about 55 ? ? laid off a few days later

DWSD IT (information technology) programmers kept on 10/14/14 new title

Raul Rodriguez	senior programmer	about 40 ?	Applications Analyst (is on server)
Frank Travis	intermediate programmer	about 35?	resource pool
Tarek Malek	senior programmer	about 35-40 ?	PC tech (not the exact title)
Patel Prakashkumsar	senior programmer	about 35-40 ?	Applications Analyst
Stephen Washington	senior programmer	B about 35 ?	Applications Analyst
Hongyuan Lai	senior programmer	about 55 ??	resource pool
Naim Zreik	senior programmer	about 50	resource pool

Exhibit 7

February 4, 2015

To Whomever This May Concern,

This writing is to note that at the special conference held on October 22, 2014 between DWSD, Terri Conerway and SAAA, Audrey Bellamy and Sharon Jordan, we were told that the DWSD did not have any work for our laid off members. This was in response to our direct question of why our members were not offered positions within the special projects/resource pool as had been promised us from the beginning of talks regarding the new classifications being implemented at DWSD. We had been told that anyone not receiving a new position would be placed in the resource pool. However, our members were escorted out of the building without prior notification to either themselves or the Union, and we were told specifically by Ms. Conerway that they were laid off because there was no work available for any of them.

Sincerely,



Audrey Bellamy, President SAAA



JAMES SLATER
NOTARY PUBLIC-STATE OF MICHIGAN
COUNTY OF WAYNE
My Commission Expires October 22, 2018
Acting in the County of _____



Feb 4 2015

Exhibit 8

CLASSIFICATION DESIGN GUIDE

Current Classification (Feeder)	Eligible Assessment Classification
Accountant I	Accountant
Administrative Assistant Grade II, III	Professional Administrative Analyst
Administrative Specialist I	Office Support Specialist Professional Administrative Analyst
Analytical Chemist	Chemist
Assistant Chemical Engineer	Engineer
Assistant Chief W&S Sec. Adm.	Security Lieutenant Security Project Manager Security Sergeant
Assistant Head Sewage Plant Operator	Plant Technician
Assistant Safety Officer	Environmental Health and Safety Coordinator
Assistant Sewerage Plant Laboratory Supervisor	Team Leader
Assistant Storekeeper	Material Management Specialist
Assistant Supt Water Systems Maint & Construction	Manager
Assistant Water Systems Investigator	Investigator Inspector
Assistant Water Systems Chemist	Chemist
Associate Chemical Engineer	Engineer
Associate Civil Engineer	Engineer
Associate Electrical Engineer	Engineer
Associate Mechanical Engineer	Engineer
Auto Mechanic	Automotive Fleet Technician
Auto Repair Foreman	Team Leader
Auto Repair Helper	Automotive Fleet Technician
Boiler Operator	Plant Technician

***Classifications in parenthesis were assigned by HR**

Note: All of the current classifications were not mapped by the Job Design Teams. Please review the Job Descriptions posted on the HR SharePoint Portal and Job Boards to determine your assessment eligibility. Also, refer to the Eligibility Section of the Placement Eligibility Process - Phase 2 document or contact your HR Generalist for guidance.

CLASSIFICATION DESIGN GUIDE

Current Classification (Feeder)	Eligible Assessment Classification
Bricklayer	Field Services Technician
Building & Grounds Maintenance Supervisor	Not Mapped
Building Attendant A	Not Mapped
Building Operations Supervisor	Not Mapped
Building Operator I	Not Mapped
Building Trades Helper	Maintenance Technician
Building Trades Worker-General	Maintenance Technician
Business Systems Support Specialist I	Professional Administrative Analyst
Business Systems Support Specialist II	Application Analyst
	Database Analyst
	Infrastructure Administrator
	Manager - IT Service Delivery
	Manager - IT Infrastructure
	Manager - IT Application Delivery
	Professional Administrative Analyst
	Project Manager
	ServiceDesk Analyst
Carpenter Foreman	Maintenance Technician
	Team Leader
Carpenter Sub-Foreman	Maintenance Technician
Chemical Engineer	Engineer
Clerk	Office Support Specialist
Commercial Operations Specialist I, II, III	Customer Service Specialist
Construction Equipment Foreman	Field Services Technician
	Team Leader
Construction Equipment Operator	Field Services Technician
Construction Equipment Operator - 50 Ton Crane	Field Services Technician
Construction Inspector	Inspector

CLASSIFICATION DESIGN GUIDE

Current Classification (Feeder)	Eligible Assessment Classification
Control Instrument Technician Foreman	Electrical Instrumentation Control Technician
Control Instrument Technician Sub-Foreman	Electrical Instrumentation Control Technician
Customer Service Representative I, II, III	Customer Service Specialist
Customer Service Supervisor	Not Mapped
Data Processing Programmer Analyst / Database Administrator / Dept IT Network Specialist	Application Analyst
	Database Administrator
	GIS Analyst
	Infrastructure Administrator
	Project Manager
	Service Desk Analyst
Delivery Driver	Material Management Specialist
Electrical Repair Worker	Electrical Instrumentation Control Technician
Electrical Repair Worker - General	Electrical Instrumentation Control Technician
Electrical Worker - Apprentice	Electrical Instrumentation Control Technician
Electrical Worker - General	Electrical Instrumentation Control Technician
Electrical Worker Sub Foreman	Electrical Instrumentation Control Technician
Elevator Mechanic	Not Mapped
Engineer of Water Systems	Engineer
Engineer of Wastewater Systems	(Engineer)*
Engineering Support Specialist II	(Engineering Technician)*
	Inspector
Environmental Specialist III	Not Mapped
Executive Secretary I, II, III	Office Support Specialist
	(Professional Administrative Analyst)*
Field Operations Supervisor	Not Mapped
Field Services Representative	Field Services Technician

Current Classification (Feeder)	Eligible Assessment Classification
Finish Carpenter	Maintenance Technician
Finish Painter	Maintenance Technician
Garage Attendant	Not Mapped
General Auto Mechanic	Automotive Fleet Technician
General Blacksmith	Field Services Technician Maintenance Technician
General Machinist	Maintenance Technician
General Manager	Manager
General Welder	Field Services Technician Maintenance Technician
Graphic Designer	Public Affairs Specialist
Head Clerk	Office Support Specialist
Head Construction Inspector	Inspector
Head Engineer	Engineer Manager
Head Governmental Analyst	Professional Administrative Analyst (Procurement Specialist)*
Head Sewage Plant Operator	Plant Technician
Head Storekeeper	Material Management Specialist
Head Water Plant Operator	Chemist Water Technician
Horseshoer	Not Mapped
Human Resources Generalist	Human Resources Generalist
Human Resources Technician	Human Resources Generalist (Professional Administrative Analyst)*
Intermediate Governmental Analyst	Professional Administrative Analyst (Procurement Specialist)*

CLASSIFICATION DESIGN GUIDE

Current Classification (Feeder)	Eligible Assessment Classification
Intermediate Data Processing Programmer Analyst / Information Technology Client Support Assistant / Information Technology Networks Manager	Application Analyst
	Database Administrator
	GIS Analyst
	Infrastructure Administrator
	Project Manager
	Service Desk Analyst
Industrial Waste Control Manager	Not Mapped
Junior Chemist	Chemist
	Water Technician
Junior Clerk	Office Support Specialist
Junior Governmental Analyst	Professional Administrative Analyst
	(Procurement Specialist)*
Machinist Sub-Foreman	Maintenance Technician
	Team Leader
Mail Processor	Office Support Specialist
Maintenance Millwright	Maintenance Technician
Manager I, II	Manager
Master Electrician of Record	Electrical Instrumentation Control Technician
Mechanical Helper	Maintenance Technician
Messenger	Office Support Specialist
Microbiologist	Chemist
Microcomputer Support Specialist	Application Analyst
	Database Administrator
	GIS Analyst
	Infrastructure Administrator
	Manager - IT Service Delivery
	Manager - IT Infrastructure
	Manager - IT Application Delivery
	Project Manager
	Service Desk Analyst
Office Assistant I, II, III	Office Support Specialist
Office Automation Support Assistant	Office Support Specialist
Office Management Assistant	Office Support Specialist

Current Classification (Feeder)	Eligible Assessment Classification
Officer/Printer	Not Mapped
Painter Foreman	Maintenance Technician
Park Maintenance Sub-Foreman	Not Mapped
Park Maintenance Worker	Not Mapped
Permit Investigator - Water Services	(Customer Services Specialist)*
Pitometer Technician	Not Mapped
Plant Equipment Operator Mechanic	(Plant Technician)
Plant Maintenance Foreman	Maintenance Technician Team Leader
Plant Maintenance Mechanic	Maintenance Technician
Plant Maintenance Sr. Foreman	Maintenance Technician Team Leader
Plant Maintenance Sub-Foreman	Maintenance Technician Team Leader
Plumber	Field Services Technician Maintenance Technician
Plumber Apprentice	Maintenance Technician
Preventive Maintenance Coordinator	Team Leader
Principal Accountant	Accountant
Principal Analytical Chemist	Chemist
Principal Clerk	Office Support Specialist
Principal Data Processing Programmer Analyst	Application Analyst Database Administrator GIS Analyst Infrastructure Administrator Project Manager Service Desk Analyst

CLASSIFICATION DESIGN GUIDE

Current Classification (Feeder)	Eligible Assessment Classification
Principal Governmental Analyst	Professional Administrative Analyst (Procurement Specialist)*
Principal Graphic Designer	Not Mapped
Principal Purchases Agent	Procurement Specialist
Process Control Center Operator	Maintenance Technician Plant Technician Systems Technician
Process Control Center Supervisor	Maintenance Technician Plant Technician Systems Technician
Process Control Network Administrator	Not Mapped
Process Control System Administrator	Not Mapped
Process Control System Manager	(Manager)*
Promotional Activities Assistant	Public Affairs Specialist
Publicist I	Public Affairs Specialist
Purchases Agent I, II, III	Procurement Specialist
Purchasing Assistant	Procurement Specialist
Repair Mechanic	Maintenance Technician
Safety Officer	Environmental Health and Safety Coordinator
Security Specialist	Security Lieutenant Security Sergeant Security Specialist
Sr. Accountant	Accountant
Sr. Analytical Chemist	Chemist
Sr. Assistant Arch. Engineer	Engineer
Sr. Assistant Chemical Engineer	Engineer
Sr. Assistant Civil Engineer	Engineer
Sr. Assistant Electrical Engineer	Engineer

CLASSIFICATION GUIDE

Current Classification (Feeder)	Eligible Assessment Classification
Sr. Assistant Mechanical Engineer	Engineer
Sr. Associate Civil Engineer	Engineer
Sr. Associate Electrical Engineer	Engineer
Sr. Associate Mechanical Engineer	Engineer
Sr. Auto Repair Foreman	Team Leader
Sr. Clerk	Office Support Specialist
Sr. Construction Inspector	Inspector
Sr. Data Processing Equipment Operator	Application Analyst Database Administrator GIS Analyst Infrastructure Administrator Project Manager Service Desk Analyst
Sr. Data Processing Programmer Analyst	Application Analyst Database Administrator GIS Analyst Infrastructure Administrator Project Manager Service Desk Analyst
Sr. Data Processing Telecommunications Technician	Application Analyst Database Administrator GIS Analyst Infrastructure Administrator Project Manager Service Desk Analyst
Sr. GIS Support Technician	GIS Analyst
Sr. Governmental Analyst	Professional Administrative Analyst (Procurement Specialist)*
Sr. Industrial Wastewater System Investigator	Investigator
Sr. Info Tech Client Support Assistant	Application Analyst Database Administrator GIS Analyst Infrastructure Administrator Project Manager Service Desk Analyst

CLASSIFICATION DESIGN GUIDE

Current Classification (Feeder)	Eligible Assessment Classification
Sr. Pitometer Tech	Not Mapped
Sr. Promotional Activities Assistant	Public Affairs Specialist
Sr. Service Guard – Water	Security Lieutenant Security Project Manager Security Sergeant
Sr. Sewage Plant Operator	Plant Technician
Sr. Storekeeper	Material Management Specialist
Sr. Supervisor of Mechanical Maintenance	Field Services Technician Team Leader
Sr. Teller	Customer Service Specialist
Sr. Training Specialist	Training Specialist
Sr. Voucher Audit Clerk	Office Support Specialist
Sr. Water Distribution System Investigator	Investigator
Sr. Water Meter Mechanic	Field Services Technician
Sr. Water Plant Operator	Systems Technician Water Technician
Sr. Water Systems Chemist	Chemist
Sr. Water Systems Laboratory Technician	Chemist
Sr. Water Systems Maintenance Dispatcher	Field Services Coordination Specialist
Sr. Water Systems Mechanic	Field Services Technician
Service Guard – Public Utility	Security Officer Security Sergeant
Service Information Clerk	Not Mapped
Sewage Plant Attendant	Plant Technician
Sewer Inspector	Not Mapped
Sewerage Plant Laboratory Supervisor	Chemist Team Leader

CLASSIFICATION DESIGN GUIDE

Current Classification (Feeder)	Eligible Assessment Classification
Sewage Plant Operation Superintendent	Team Leader
Sewage Plant Operator	Plant Technician
<i>Sewage Plant Supervisor</i>	Plant Technician
Sheet Metal Worker	Maintenance Technician
Steamfitter	(Maintenance Technician)*
<i>Storekeeper</i>	Material Management Specialist
<i>Stores Operations Supervisor</i>	<i>Material Management Specialist</i>
Superintendent of Engineering	Manager
Superintendent of Building & Mechanical Maintenance	Manager
Superintendent of Operations	Manager
Superintendent of Water Sys Maint. & Constr.	Manager
Supervising Building Attendant - Grade I, II	Not Mapped
Supervising Service Guard Gr. I, II	Security Lieutenant Security Project Manager Security Sergeant
Supervisor of Filtration	Chemist Water Technician
Supervisor of Printing	Not Mapped
Supervisor of Industrial Waste Control-Field Investigation	Not Mapped
Supervisor of Water Systems Maintenance & Construction	Not Mapped
Survey Technician	Inspector
System Programming Coordinator	Application Analyst Database Administrator GIS Analyst Infrastructure Administrator Project Manager Service Desk Analyst

CLASSIFICATION DESIGN GUIDE

Current Classification (Feeder)	Eligible Assessment Classification
Telecommunication Center Supervisor	Not Mapped
Teller	Customer Service Specialist
Vehicle Operator I,II,III	Field Services Technician
Wastewater Plant Maintenance Superintendent	Team Leader
Wastewater Process Controller	Plant Technician
Wastewater Systems Training Superintendent	Training Specialist
Wastewater Treatment Plant Technician	Plant Technician
Water Meter Foreman	Field Services Technician Team Leader
Water Meter Mechanic	Field Services Technician
Water Meter Worker	Field Services Technician
Water Plant Attendant	Water Technician
Water Plant Operator	Water Technician
Water Production & Operation Manager	Manager
Water Systems Chemist	Chemist
Water Systems Control Instrument Technician	Electrical Instrumentation Control Technician
Water Systems Helper	Field Services Technician
Water Systems Investigator	Investigator Inspector
Water Systems Maintenance Dispatcher	Field Services Coordination Specialist
Water Systems Mechanic	Field Services Technician

CLASSIFICATION DESIGN GUIDE

Current Classification (Feeder)	Eligible Assessment Classification
Water Systems Repair Worker	Field Services Technician
Water Systems Foreman	Field Services Technician Team Leader
Water Treatment Plant Manager	Manager
Web Editor (content)	Public Affairs Specialist

Exhibit 9

Detroit Water and Sewerage Department Procurement Policy
November 2, 2011

(1) General Policy Statement

The Detroit Water and Sewerage Department ("DWSD") shall procure all goods and services through the use of competitive bidding as outlined in this policy, unless an express exception is provided to that general rule. The DWSD Director shall take all necessary measures to ensure this policy is adhered to.

(2) Types of Competitive Bidding

In the procurement of goods or commodities, DWSD shall only use an Invitation for Bids in which the price factor shall be the only factor considered in the award of a contract. An Invitation for Bids shall not be due any sooner than 14 calendar days from the date of issuance.

In the procurement of professional services, DWSD shall use a Request for Proposals. A Request for Proposals shall not be due any sooner than 21 calendar days from the date of issuance.

In the procurement of construction services, the Department is free to determine the type of competitive bidding and the time frame for response that is appropriate for the complexity of the project.

(3) Minimum Qualifications for Response

DWSD shall provide within each competitive solicitation the minimum qualifications needed to submit a responsible and acceptable response. These minimum qualifications may include, among others, insurance requirements, compliance with the Ethics code, Section 2-6-91 *et seq* of the Detroit City Code, disclosure statements, certificates of good standing with the State of Michigan, etc.

(4) Exceptions to Competitive Bidding

While the general rule is that all procurements by DWSD shall be done pursuant to competitive bidding, there is a need for narrow exceptions to this general rule that will promote efficiency of operations and assist with insuring long-term compliance. The exceptions are as follows:

(A) Emergency Procurements

The DWSD Director, without prior approval of the Board of Water Commissioners ("BOWC") or Detroit City Council, may make, or authorize others to make, an emergency procurement when public exigencies require the immediate delivery of articles or performance of services or when there exists a threat to public health, welfare or safety or to prevent an imminent violation of a required environmental permit or

Administrative Consent Order under emergency conditions where prior approval would be impossible or impracticable under the circumstances; provided that:

(i) Emergency procurement shall be made with such competition as is practicable under the circumstances; and

(ii) The DWSD Director or other person he or she authorizes to make emergency procurement shall, within one (1) week of the procurement, notify the Board of Water Commissioners and the Detroit City Council in writing of the procurement and the basis for the emergency and for the selection of the particular contractor. The DWSD Director shall submit the procurement contract for any necessary approval within four (4) weeks of the procurement.

(B) Sole Source Procurements

Competitive bidding is not required when the DWSD Purchasing staff certifies that only one (1) source of supply is available.

(C) Small Purchases

(i) *General.* Any contract not exceeding \$25,000.00 may be made in accordance with the small purchase procedures authorized in this section. Procurement requirements shall not be artificially divided so as to constitute a small purchase under this section.

(a) When a dollar limit is specified upon the authority delegated by this subsection, it shall be construed to apply to the cumulative amount of contracts awarded to a specific business for a kind of supplies, service or construction within the same fiscal year. DWSD shall requisition and solicit procurements in amounts which are based upon their reasonable and foreseeable needs and storage capacities, and upon other relevant factors, such as, economies of scale in purchasing, shipping and handling; or the shelf-life, useful life, or seasonal availability of a product. Contracts shall not be divided into smaller parts to circumvent the need for Board of Water Commissioners or Detroit City Council approval.

(b) Separate contracts may however be used if:

(1) There is a need to document expenditures as against various restricted funding sources; or

(2) It is not economically practical to store a one-year supply of a given commodity, because of shelf-life, or storage costs and capacities; or

- (3) Product price often changes, and more often than not in a downward trend; or
- (4) Different users have significant differences in the timing of their needs for a service or product; or
- (5) The initial or continuing need for a product or service is not readily foreseeable so as to enable consolidated purchasing; or
- (6) The cost of coordinating consolidated purchasing will exceed any savings which are likely to be generated; or
- (7) To promote greater utilization of small businesses.

(ii) *Small purchases over \$5,000.00 but not exceeding \$25,000.00.* Insofar as it is practical, solicitations of verbal or written quotes from a minimum of three qualified sources of supply shall be made and documentation of the quotes recorded on or attached to the purchase requisition. Reasonable best efforts shall be made to solicit bids from Detroit Based Businesses. The award shall be made to the lowest responsive/responsible source. Monthly, the Board of Water Commissioners shall be provided a list of purchases, vendors and amounts which fall into this category.

(iii) *Small purchases under \$5,000.00.* Any purchase not exceeding \$5,000.00 may be accomplished without securing competitive quotations if the prices are considered to be fair and reasonable. Competitive quotations need only be taken when the DWSD Director suspects the price may not be fair and reasonable, e.g., comparison to previous price paid, personal knowledge of the price range of the item involved. The maximum amount for purchases that may be achieved by using this method of procurement is \$5,000.00. Every effort should be made to distribute such purchases equitably among qualified suppliers.

(iv) *Protest rights.* The provisions of Section 7 shall not apply to contracts awarded under the procedures set forth in this subsection.

(v) *Evaluation Credits for Small Purchases.* Evaluation credits under Section 5 shall not be considered for small purchases under \$25,000.00.

(D) Cooperative Purchases

The DWSD Director may either participate in, sponsor, conduct, or administer a cooperative purchasing agreement for the procurement of supplies, services, or construction services with one or more public procurement units in accordance with an agreement entered into between the participants. Such cooperative purchasing may include, but is not limited to, joint or multi-party contracts between public procurement

units. Examples of such cooperative purchasing is State of Michigan contracts, General Services Administration (GSA) contracts, supplies and/or services procured from another governmental agency, and U.S. Communities.

(i) *Sale, acquisition or use of supplies.* The DWSD Director may sell to, acquire from, or use any supplies belonging to another public procurement unit independent of the requirements of the general bidding requirements of this policy.

(ii) *Cooperative use of supplies or services.* The DWSD Director may enter into an agreement, independent of the general bidding requirements of this policy, with any public procurement unit for the cooperative use of supplies or services under the terms agreed upon between the parties.

(iii) *Joint use of facilities/equipment.* The purchasing director may enter into agreements for the common use or lease of warehousing facilities, capital equipment, and other facilities with another public procurement unit under the terms agreed upon between the parties

(iv) *Cooperative Purchase Agreements.* In the event that the DWSD Director determines that it is advantageous to take advantage of a Cooperative Purchase Agreement for the procurement of goods from a vendor that is neither a Detroit Based Business nor a Detroit Resident Business, the DWSD Director shall provide an opportunity for Detroit Based Businesses or Detroit Resident Businesses to submit a bid that is equal to or less than the cost of the Cooperative Purchase price.

(E) Personal Services Contracts

Competitive bidding is not required for personal services contracts. A personal services contract is one that furnishes labor, time, or effort by an individual not required to deliver specific end product, other than reports which are merely incidental to required performance. This term does not include employment agreements or collective bargaining agreements.

(5) Price Equalization Credits

(A) Price Equalization Credit Categories shall be:

(i) **Detroit Based Business**

(ii) **Detroit Resident Business**

(iii) **Joint Venture**

(iv) Mentor Venture**(v) Customer Based Business**

In order to claim entitlement to a credit pursuant to this section, the vendor must submit proper documentation of their entitlement to the credit at the time that the vendor responds to the competitive solicitation. Failure to provide documentation at the time of the bid submission shall negate any application of the equalization credits to the evaluation of that bid.

(B) Price Equalization Credits

	Contracts Up to \$1 million	Contracts \geq \$1 million
Detroit Based Business	2%	1%
Detroit Resident Business	2%	1%
Joint Venture	1%	0.5%
Mentor Venture	1%	0.5%
Customer Based Business	1%	0.5%

(C) Use of Price Equalization Credits

In evaluating the bids of competing vendors, the Price Equalization Credits contained within this policy can be used to reduce the relative cost of the price component of any bids provided by vendors responding to a Request for Proposals or a competitive solicitation related to construction services. The relative reduction in price shall be in accordance with the percentages outlined above in Section B.

A potential vendor is entitled to use multiple credits in their bid in accordance with the chart contained in subsection (B) above provided that:

(i) a potential vendor cannot claim both a Joint Venture and a Mentor Venture; and

(ii) a potential vendor cannot claim to be both a Customer Based Business and a Detroit Based Business.

Price Equalization Credits will not be utilized in the award of contracts pursuant to an Invitation for Bids for the procurement of goods or where prohibited by applicable law. Federal law prohibits such equalization credits on projects utilizing federal funds.

(6) Approval of Contracts

(A) Approval by the Director of DWSD

The DWSD Director shall have full and final approval to approve procurements of the following types of goods and services at dollar values that do not exceed the following limits:

- (i) Personal Services contracts that do not exceed \$50,000;
- (ii) Goods or commodities contracts that do not exceed \$100,000;
- (iii) Professional Services contracts that do not exceed \$250,000;
- (iv) Construction contracts that do not exceed \$500,000; and
- (v) Sale of land or equipment contracts that do not exceed \$500,000, pursuant to a written appraisal from a licensed appraiser.

(B) Approval by the Board of Water Commissioners

The Board of Water Commissioners shall be required to approve the following types of procurements prior to execution by the DWSD Director:

- (i) Personal Services contracts that exceed \$50,000;
- (ii) Goods or commodities contracts that exceed \$100,000;
- (iii) Professional Services contracts that exceed \$250,000;
- (iv) Construction contracts that exceed \$500,000; and
- (v) Sale of land or equipment contracts that exceed \$500,000, pursuant to a written appraisal from a licensed appraiser.

(C) Approval by the Detroit City Council

In addition to requiring approval of the Board of Water Commissioners, the following types of procurements shall also require the approval of the Detroit City Council prior to execution by the Director of DWSD:

- (i) Personal Services contracts that exceed \$150,000;
- (ii) Goods or commodities contracts that exceed \$2,000,000;

(iii) Professional Services contracts that exceed \$2,000,000;

(iv) Construction contracts that exceed \$5,000,000; and

(v) Sale of land or equipment contracts that exceed \$2,500,000, pursuant to a written appraisal from a licensed appraiser.

(7) Bid Protests and Appeals

(A) A potential vendor who is not recommended for award of a contract after participating in DWSD's competitive solicitation process may protest the award of the contract by filing a written notice of protest with the Board of Water Commissioners within seven (7) days of the notice of award. The written notice shall reference the solicitation number and the basis for the protest.

(B) Upon receiving a bid protest, the DWSD Director shall immediately halt the processing of the relevant contract award until the protest has been resolved.

(C) The Bid Protest shall be reviewed by the staff of the Board of Water Commissioners in an expeditious manner. The Board of Water Commissioners shall vote to either accept or reject the bid protest within fourteen (14) days of the date upon which the protest was filed. If the Board of Water Commissioners accepts the bid protest, the DWSD Director shall act in accordance with the Board of Water Commissioners findings. If the Board of Water Commissioners rejects the Bid Protest, the Director of DWSD shall notify the protestor of that decision and their opportunity to appeal to the Detroit City Council.

(D) A potential vendor may appeal a denial of their bid protest to the Detroit City Council. To be valid, the appeal must be filed with the Detroit City Clerk within seven (7) days of receipt of the denial of their bid protest. The Detroit City Council, acting through its Committee on Public Health and Safety, shall decide whether to accept or reject the appeal within ten (10) days of receipt of the Appeal.

(8) Definitions

Procurement - A written agreement for the purchase or sale of goods, services, land and fixtures attendant to the land.

Detroit Based Business - A business which pays city income taxes on the business's net profits and pays city property taxes on a plant or office and equipment which are ordinarily required for the furnishing of the goods or the performance of the services required by the contract and referred to in the application for certification as a Detroit-based business, or other real or personal property in the city equivalent in value to such

plant or office and equipment for not less than one (1) taxable year immediately prior to the date of the application for certification as a Detroit-based business, which shall comply with the following requirements:

- (1) Provide verification that the firm has the physical resources including, but not limited to, inventory, equipment, vehicles, etc., as well as the ability to provide the services indicated in its application for certification at the city location; and
- (2) Provide verification of the ability of the business to carry out the service or repair the product to be sold to the city at the city site; and
- (3) Provide references, licenses, or other means of verification acceptable to the city that the services the firm offers to the city has been provided at the city site for at least one (1) year prior to the date of application; and
- (4) Provide verification that the business has or can procure an adequate number of employees based at its city site to perform services indicated in the application

Detroit Resident Business - means any business which employs a minimum of four (4) employees at least fifty-one (51) percent of which are city residents.

Joint Venture - means a joint venture of separate firms, one of which is a DBB, or DRB which has been created to perform a specific contract, and is evidenced by a written agreement which provides at a minimum that the DBB or DRB:

- (1) Is substantially included in all phases of the contract, including, but not limited to, bidding and staffing; and
- (2) Provides at least fifty-one (51) percent of the total performance, responsibility, and project management of a specific job; and
- (3) Receives at least fifty-one (51) percent of the total remuneration from a specific contract; and
- (4) Shares in profits and losses.

Mentor Venture - means a joint venture of separate firms, one of which is a D-BB, D-BSB, D-RB or D-BMBC, which has been created to perform a specific contract, and is evidenced by a written agreement which provides at a minimum that the D-BB, D-BSB, D-RB or D-BMBC:

- (1) Is substantially included in all phases of the contract including, but not limited to bidding and staffing; and
- (2) Provides at least thirty (30) percent of the total performance, responsibility and project management of a specific job; and
- (3) Receives at least thirty (30) percent of the total remuneration from a specific contract; and
- (4) Shares in profits and losses.

Customer Based Business – A business that is headquartered and operating in the region and that receives water or wastewater services from DWSD.

	IFB - Good and Commodities (No. Days)	RFP - Professional Services (No. Days)
<u>General Requirements Time</u>		
Solicitation Preparation and Advertisement	14	20
Days to Respond from Date of Issuance of Solicitation*	14	21
Scoring Responses and Issuing Notice of Award	3	7
Negotiating Final Documents	14	14
Total General	45	62
<u>Approval Time</u>		
Board of Water Commissioners Approval	30	30
Detroit City Council Approval	7	7
Total Approval Time	37	37
<u>Protest Time</u>		
Days to File Protest with BWC*	7	7
BWC Decision on Protest*	14	14
Appeal Adverse Decision to DCC*	7	7
DCC Decision on Appeal*	10	10
Total Protest Time	38	38
<u>POSSIBLE TIMING</u>		
General, No Approval, No Protest	45	62
General, BWC Approval Required, No Protest	75	92
General, DCC Approval Required, No Protest	82	99
General, No Approval, Protest	83	100
General, BWC Approval Required, Protest	113	130
General, DCC Approval Required, Protest	120	137

Notes:

1. Items marked with * are those with time requirements defined by the policy
2. Actual times for protested contracts may be shorter if some of the approvals are made to overlap
3. Approval time for DCC is added to BWC because it is assumed that DCC will only review contracts already approved by BWC

Exhibit 10

***Detroit Water and
Sewerage Department***

***Sue McCormick
Director***

August 2012

DWSD Projected Staff Reductions

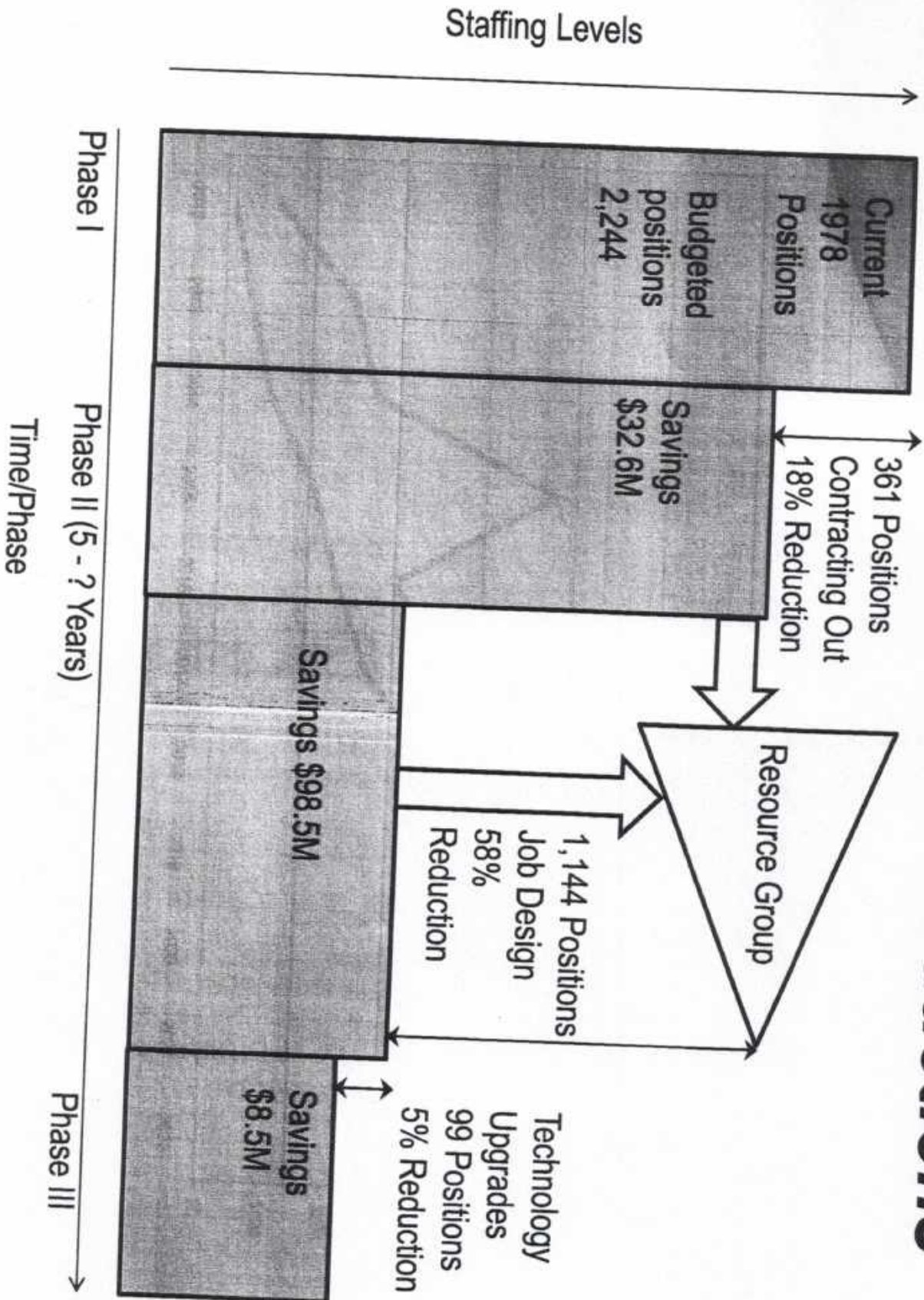


Exhibit 11



FREQUENTLY ASKED QUESTIONS REGARDING THE DETROIT WATER AND SEWERAGE DEPARTMENT (DWSD) EMA ASSESSMENT RESULTS AND OPTIMIZATION PLAN

A number of questions have been asked by employees about the Detroit Water and Sewerage Department's (DWSD) assessment and optimization program. This Q&A addresses the most frequently asked questions. Some questions that were similar in nature, but applied to different positions, were answered with consolidated responses (without specifying particular jobs or work areas). Questions that were outside the scope of the EMA assessment and DWSD optimization program were not addressed in this Q&A.

Questions

- Q1. Why is the Department conducting an assessment and optimization program? What does this mean for the Department?**
- Q2. What is going to happen to me as an employee and will my seniority be considered?**
- Q3. As an employee with low seniority, does the implementation of the optimization program mean that I will be laid off?**
- Q4. What impact is the optimization program going to have on service?**
- Q5. I am a few years from retirement; will I be able to retire? What kind of severance package will be offered to employees?**
- Q6. How are we going to get from the current staffing levels to the target proposed in the EMA report? How long will it take to reach the target assessment levels? Is the number proposed by EMA final?**
- Q7. What does "highly valued jobs" mean?**
- Q8. How many jobs are being lost? How are we going to do the work with fewer employees? What are the real savings, if we have to make numerous investments and continue service?**
- Q9. Is this an attempt to break unions? Will unions be eliminated?**
- Q10. Are there going to be any incentives offered to employees to go through this process, considering the number of job losses being recommended?**



FREQUENTLY ASKED QUESTIONS REGARDING THE DETROIT WATER AND SEWERAGE DEPARTMENT (DWSD) EMA ASSESSMENT RESULTS AND OPTIMIZATION PLAN

- Q11. What does it mean if my current division is not listed on the organizational chart presented by EMA? Does that mean my job is eliminated?
- Q12. If my job is outsourced, will I be eligible to apply for jobs with the contractor taking on the outsourced work? Can DWSD employees operate as independent vendors and compete to provide contracted services?
- Q13. Who is fighting to protect employees? What is DWSD's policy for retaining the current workforce?
- Q14. If we reduce employees right now, doesn't that mean that some positions won't need to be eliminated in the future?
- Q15. If employees acquire new titles, what happens to their seniority with DWSD? Are they going to be treated as new hires?
- Q16. Will training be provided as jobs change?
- Q17. Will more detailed diagrams of new classifications be provided?
- Q18. What is the Resource Group? What happens to the employees who stay after attrition occurs?
- Q19. How do you get on a job design team? What should we do now to prepare for the changes?
- Q20. Why is the decision being based on an average cost of budgeted positions? Where is the comparison cost of outsourcing versus DWSD employment?
- Q21. How soon will the changes happen? How soon will the reductions be implemented?
-



FREQUENTLY ASKED QUESTIONS REGARDING THE DETROIT WATER AND SEWERAGE DEPARTMENT (DWSD) EMA ASSESSMENT RESULTS AND OPTIMIZATION PLAN

Questions and Answers

Q1. Why is the Department conducting an assessment and optimization program? What does this mean for the Department?

A1. DWSD is conducting the assessment and optimization program to ensure long term compliance, affordability and sustainability for the system and its customers. In addition, the project will assist the department in managing rate increases while continuing to support needed infrastructure investments. Rate increases must be kept in line with what customers can afford to pay.

Now is the optimal opportunity for organizational change. That conclusion is supported by initial interactions with employees. One objective is to staff at base levels, not peak levels. Best practices are derived from looking at the organization, its practices and its technology. Carrying out strategies to increase productivity will reduce customer wait time while increasing workforce flexibility.

Q2. What is going to happen to me as an employee and will my seniority be considered?

A2. The November 4, 2011, Federal Court Order addressed the employee selection process. DWSD collective bargaining agreements shall provide that promotions in DWSD shall be at the discretion of management and based upon skill, knowledge, and ability; with seniority then taken into account.

Q3. As an employee with low seniority, does the implementation of the optimization program mean that I will be laid off?

A3. See Q2 response. Over the next 10 to 12 months, we will be working through the details of the outsourcing recommendations, confirming the advisability of outsourcing the recommended functions, and validating the cost-reduction potentials. The process will include: the drafting of Requests For Proposal (RFPs), advertising the RFPs, and bid evaluation. Employees performing the functions considered for outsourcing will be advised during the process and will have the opportunity to submit a competitive proposal.



FREQUENTLY ASKED QUESTIONS REGARDING THE DETROIT WATER AND SEWERAGE DEPARTMENT (DWSD) EMA ASSESSMENT RESULTS AND OPTIMIZATION PLAN

In order to achieve any of the recommendations presented by EMA, there will be fewer jobs -- but the jobs remaining will be more highly valued. It is our intent to accomplish reductions primarily through attrition.

Q4. What impact is the optimization program going to have on service?

A4. The goal of the optimization plan is to assure compliance, improve services and reduce costs. Our intent is to reduce rate increases, reduce or eliminate federal wastewater discharge permit violations and address maintenance and capital needs with the system to the largest extent possible with the current revenue stream. This plan assists us in a future state where DWSD operates more effectively and efficiently.

Q5. I am a few years from retirement; will I be able to retire? What kind of severance package will be offered to employees?

A5. During contract settlement negotiations, DWSD management committed to meeting with union representatives over the next year to discuss early retirement provisions. To date, no discussions have occurred related to severance packages. The decision to retire will continue to be up to each individual employee. If you are asking if there will be a retirement incentive offered to employees, that has not yet been determined. Retirement incentive programs are extremely expensive and anything DWSD might consider will be modest in nature.

Q6. How are we going to get from the current staffing levels to the target proposed in the EMA report? How long will it take to reach the target assessment levels? Is the number proposed by EMA final?

A6. The first step is to redefine jobs and our business processes while leveraging technology. Once a long term staffing level is identified to the largest extent possible we will move toward that staffing level by attrition. EMA's proposed implementation outlines staff reductions over a five-year period, however we do not know how long the process will actually take.

Q7. What does "highly valued jobs" mean?

A7. In general DWSD's new jobs will be broader in scope with clearly defined paths for job progression. A market review of total compensation will be conducted as part of the process. Because jobs will be broader in scope, we anticipate broader salary ranges for the new classifications.



FREQUENTLY ASKED QUESTIONS REGARDING THE DETROIT WATER AND SEWERAGE DEPARTMENT (DWSD) EMA ASSESSMENT RESULTS AND OPTIMIZATION PLAN

Q8. How many jobs are being lost? How are we going to do the work with fewer employees? What are the real savings, if we have to make numerous investments and continue service?

A8. DWSD is not working toward a target number. Technology, narrowly defined jobs and deferred maintenance are drivers for staffing levels. As we address each of those it will result in a staff adjustment. The investment over five years will be substantially less than a single year's savings.

Q9. Is this an attempt to break unions? Will unions be eliminated?

A9. No. Job design will not eliminate union representation. Recognizing that there will be fewer job classifications we have seen some union consolidation occur in this year's contract negotiations.

Q10. Are there going to be any incentives offered to employees to go through this process, considering the number of job losses being recommended?

A10. See Q5 response.

Q11. What does it mean if my current division is not listed on the organizational chart presented by EMA? Does that mean my job is eliminated?

A11. We will have a new DWSD organizational chart. All job classifications and titles will be new.

Q12. If my job is outsourced, will I be eligible to apply for jobs with the contractor taking on the outsourced work? Can DWSD employees operate as independent vendors and compete to provide contracted services?

A12. Yes and yes. The Department is committed to an evaluation process for outsourcing that encourages the hiring of displaced DWSD employees in the vendor selection criteria. All are welcome in the bidding process.

Q13. Who is fighting to protect employees? What is DWSD's policy for retaining the current workforce?



FREQUENTLY ASKED QUESTIONS REGARDING THE DETROIT WATER AND SEWERAGE DEPARTMENT (DWSD) EMA ASSESSMENT RESULTS AND OPTIMIZATION PLAN

A13. We fully expect DWSD's employees to fill the majority of the positions. DWSD employees will have first consideration for the new positions.

Q14. If we reduce employees right now, doesn't that mean that some positions won't need to be eliminated in the future?

A14. All attrition works in our favor.

Q15. If employees acquire new titles, what happens to their seniority with DWSD? Are they going to be treated as new hires?

A15. Since positions will be new, we expect to work with labor unions to determine how seniority will be considered.

Q16. Will training be provided as jobs change?

A16. Yes, training is an essential piece in the organizational change process and essential to the Department's future sustainability. It is our responsibility as the employer to adequately train employees.

Q17. Will more detailed diagrams of new classifications be provided?

A17. Yes, the details of the organization will be formulated during the process and will be shared with the organization, stakeholders, and customers.

Q18. What is the Resource Group? What happens to the employees who stay after attrition occurs?

A18. For employees who commit to moving forward with DWSD's transition efforts, DWSD will make work available via the Resource Group. The concept is that employees will accept work assignments for any work for which they have been trained or qualified. There will be a need to address work backlogs, cover work assignments for others in cross-training, cover peak work periods, etc. DWSD anticipates that employees in the Resource Group will also receive training.

Q19. How do you get on a job design team? What should we do now to prepare for the changes?



FREQUENTLY ASKED QUESTIONS REGARDING THE DETROIT WATER AND SEWERAGE DEPARTMENT (DWSD) EMA ASSESSMENT RESULTS AND OPTIMIZATION PLAN

A19. We are currently in the process of laying out details for job design team members' qualification and selection. In general, the job design teams will consist primarily of staff volunteers who are selected by EMA in the next phase of the process.

Q20. Why is the decision being based on an average cost of budgeted positions? Where is the comparison cost of outsourcing versus DWSD employment?

A20. Actual cost savings will be calculated to support decisions made during the process. A cost/benefit analysis will be incorporated in the process, and outsourcing will only move forward if there is a minimum of 10 percent savings relative to maintaining staff for any particular function considered for outsourcing.

Q21. How soon will the changes happen? How soon will the reductions be implemented?

A21. Time is of the essence, and continuing the forward movement will begin immediately. Reductions are a part of the process, and will be addressed as changes are made. Early changes will include Department restructuring or realignment. Job design efforts will begin this fall. Reductions of staffing have been ongoing; however, they will continue to occur largely by attrition. Decisions on outsourcing will begin in the fall of 2013.

Exhibit 12

From: gtvann@aol.com [mailto:gtvann@aol.com]
Sent: Thursday, November 05, 2015 1:00 PM
To: Daddow, Robert J; simoliunass@netscape.net; crealw@michigan.gov
Cc: jpkovoor@yahoo.com; mccormick@dwsd.org

Subject: Re: Layoff of Analytical Chemists at Detroit Wastewater Treatment Plant

Dear Mr. Daddow:

I am George T. Vannilam, the vice-president of the Sanitary Chemists and Technicians Association (SCATA), and our president is Dr. Saulius Simoliunas.

I have seen your reply to Dr. Simoliunas's email to you. I agree that you have responded similarly to his email in the past also. Still, I would like to bring to your attention a few points:

1). Even though you still haven't taken over the GLWA administration completely, you are the Chairman of GLWA since July 2015! And, since you are going to lead GLWA, you should be concerned of what you are taking over or what you are given to take over. Therefore, it is definitely important that you are informed of the developments that are going in in DWSD, especially in the negative direction! And, it is also true that you should be genuinely concerned of the issues brought up by Dr. Simoliunas in His emails to you.

2). You had earlier forwarded the emails from Dr. Simoliunas to the current administrators of DWSD for further investigation. What happened to that investigation? Did you receive any report? I am asking these questions because we, the SCATA union had met with the DWSD administrators and provided a report of our concerns to them. We still have not heard anything from them.

3) Even as recently as in October 7 or so, we met with Mr. Wolfson and Ms. Connerway to present our concerns regarding the layoffs for more than 50% of our membership, especially from the Analytical Lab of DWSD. We pointed out that the lay-offs were effected without considering any criteria and the process was highly secretive. Until the end of the previous month September, in the Labor-Management meeting to update the unions of the progress towards merging with GLWA, Ms McCormick had been telling us that there would be no layoffs of the Chemists, and reduction in work force would be effected through attrition only! And then, by 14th October, nine out of the total 16 of the Analytical Chemists were laid off citing elimination of the job classification and without considering any academic qualification qualifications or seniority. And in the lay-off, all the three SCATA officials including the president Dr. Simoliunas, vice-president George Vannilam (myself) and the Secretary Jacob Kovoor were included! And the retained Analytical Chemists are given the title "Chemists"! A spade is a spade, whatever you call it! Analytical Chemists and Water System Chemists are Chemists!! We were all selected based on the same selection processes that were for Chemists; not Analytical Chemists or Water System Chemists!! And, in the meeting on October 7th, Mr. Wolfson agreed that we were raising some very serious concerns. We also requested for a response at the earliest. As of now, there has not been any communication to us from them!

The union is willing to meet with you or your representative and discuss these issues. What we are seeking is only justice!

We earnestly request you to look into the allegations we have raised and let us be provided an amicable and justifiable solution!

George Vannilam
Vice-president, SCATA
(248) 921-9941